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ABSTRACT

The Custodians/Security Department is a support service of the Des Moines (Iowa) Independent Community School District. Responsibilities of the department do not stop with the care of the facility, but extend to providing a clean, safe environment for all who use school facilities. Program evaluation in the 1993-94 school year reveals a total operating budget of over $7 million, the bulk of which was for human resources costs. The department staff includes 3 central office administrators, 6 building managers, 282 custodians, and 6 security personnel. The department provides numerous in-service and staff development opportunities for its employees. The last 20 years have seen dramatic changes and technological advancement, making the process evaluation for the department more complex. Product evaluation reveals the delivery of a safe and clean environment, with constant attempts at improvement. The future provides an opportunity to predict and schedule almost all labor using technology, creating a predictable work environment where emergencies are minimized. Seven appendixes include job descriptions, staffing requirements, and sample evaluation forms. (SLD)

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PROGRAM EVALUATION

CUSTODIANS/SECURITY

"Creating a good first impression"

DES MOINES PUBLIC SCHOOLS

A Tradition of Excellence

Bob Ennis
Custodians/Security Supervisor

U.S. DEPARTMENT OF EDUCATION
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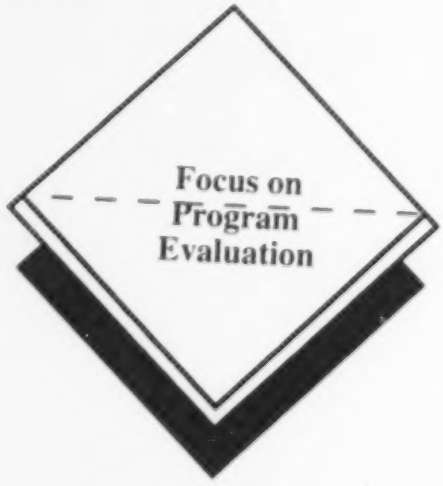

December 1994

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Custodians/Security Department

Evaluation Abstract

CONTEXT EVALUATION

The Custodians/Security Department is a support service for the Des Moines Independent Community School District. The school district is a unique organization whose facilities are dispersed over a large geographical area. Wide distribution of facilities requires that the Operations Department strive to utilize proactive methods of management in order to coordinate all activities with site-based management and to maximize labor efficiency at each facility.

Each employee is entrusted with what is usually a community's largest single investment, its school plants. Responsibilities of Custodians/Security Department personnel do not stop with the care of the facility, but also includes providing a clean, safe, and comfortable environment for all who use school facilities. Every educational and extracurricular program that uses the facility is served by the Custodians/Security Department of Operations Management.

INPUT EVALUATION

The total operating budget for the Custodians/Security Department during the 1993-94 school year was $7,116,775.00. Of this amount $6,659,923.00 was for human resource costs, $339,601.00 for supplies and equipment and $117,251.00 for other related expenses. The General Fund provides revenue to support the regular needs of the Custodians/Security Department for personnel, equipment, supplies, and purchased services.

The Custodians/Security Department staff includes 3 central office administrators, 6 building managers, 282 custodians, 30 whom are substitutes and 6 whom are security personnel. The Custodians/Security Department in-service/staff development cost for the 1993-94 fiscal year totaled $7,065.58 and included travel, tuition, and fee reimbursement for the boiler licenses required by the city for the school chiefs and first assistants. Costs directly associated with non-administrative staff training are incurred for a variety of programs such as indoctrination of new employees using training videos and on-the-job training, and the mandated (by law or local codes) annual retraining for all employees. Training is supported by the salary budget for an approximate expenditure of $29,088.00.

PROCESS EVALUATION

General operational responsibilities of Custodians/Security Department staff include care of school property, safety within and outside the building, cleaning and sanitation in the building, creating goodwill, and performing the job efficiently and effectively.

The Custodians/Security Department provides numerous in-service/staff development opportunities for operations employees. These range from mandated inservice on asbestos to conflict management techniques that enable more collegial working relationships.

The custodial and security work environment has changed dramatically in the past 20 years because of technological product advances and expectations for expanded service by users. Computers have provided management with a tool to better manage labor, budget, and material control programs increasing the overall efficiency of the work place.

PRODUCT EVALUATION

Each member of the Custodians/Security team is an important link in the district achieving its mission by providing a safe and clean environment for the students and staff. The delivery of cleaning and security services by the department is constantly reviewed for improvement. Implemented changes enhanced the safety, cleanliness, and provide a better environment in which teaching can take place.

Some changes that have been implemented from these reviews are: building and grounds inspections to improve safety and appearance of the facility; playground inspections to improve safety for students and visitors improved worker safety by following Occupational Health and Safety guidelines; letters of appreciation for outstanding attendance; scheduling of summer work schedules to better predict work loads; documenting individual work plans to communicate the cleaning needs of the buildings; scheduling carpet cleaning project to predict work loads and to communicate time schedules to the buildings; scheduling of hard floor refinishing project to predict work loads and communicate time schedules to the buildings; computerized equipment inventory to assist in managing equipment more efficiently; planned upgrading of cleaning equipment to improve cleaning efficiency; and revision of the departments training handbook to communicate expectations of the district.

FUTURE PLANS

The future provides opportunity to predict and schedule almost all labor using technology. Our three year goal for 1994-97 is for the Operations/Security Department to have functional labor, equipment, and material control programs in place to assist management in the decision making process. Creation of a predictable work environment where emergencies are minimized enhances the department's ability to support the teaching environment through efficient utilization of assets.

The Custodians/Security Department has identified six projects that will help to ensure that as the complex environment of education changes, we will continue to meet our mission in the most effective and efficient ways possible. The six projects include: developing a comprehensive equipment replacement plan, moving to a computerized Operations Management system, developing a interim personnel absence database, revising and expanding the existing Quality Assurance Program for the Custodians/Security Department, and investigating the advantages of Just-in-Time supply methodology.

A copy of the complete report is available upon request from the Department of Information, Des Moines Independent Community School District, 1800 Grand Avenue, Des Moines, Iowa 50309-3399. Telephone: 515/242-7839. All evaluation reports are submitted to the Educational Resources Information Center (ERIC) and Educational Research Service(ERS).

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DES MOINES INDEPENDENT COMMUNITY SCHOOL DISTRICT
Des Moines, Iowa 50309-3399

December 13, 1994

DISTRICT MISSION STATEMENT

DES MOINES INDEPENDENT COMMUNITY SCHOOL DISTRICT
DES MOINES, IOWA

"THE DES MOINES INDEPENDENT COMMUNITY SCHOOL DISTRICT WILL PROVIDE A QUALITY EDUCATIONAL PROGRAM TO A DIVERSE COMMUNITY OF STUDENTS WHERE ALL ARE EXPECTED TO LEARN."

Responsibility Statement

Custodians/Security Department
Des Moines Independent Community School District
Des Moines, Iowa

"The custodial department of each school team will, with pride and commitment, assure a clean, safe and comfortable environment for teaching and learning."

CONTEXT EVALUATION

History

The Des Moines Independent School District has experienced extensive growth since it was organized in 1849. The number of staff members responsible for daily cleaning and security of school facilities has grown from 73 custodians in 1914 to 282 today. Custodians clean 5,004,328 square feet in 63 learning centers. Members of the custodial department have always been an integral part of the staff that supports the district's ability to perform its mission.

Maintenance of high standards of cleaning and provision of a comfortable environment is more challenging today than it has ever been due to specialization of the various learning centers in the schools. Support by the custodial department requires new expertise by our personnel. Training has become a continuous process because of changing facilities, cleaning procedures, and advances in equipment required to maintain areas for learning.

The following data, compiled from school district directories, board minutes and other sources, summarizes major change periods that affected the number of "operations" employees and the total area for which the department had responsibility .

Dates and Events

1914 District employed 73 "janitors".

1925 Custodians were part of the Building and Grounds Department. The staff consisted of:

Director
Foreman
113 custodians

This staff of 113 custodians was responsible for cleaning and security of 59 buildings, approximately 2,100,622 square feet. The staffing allocation ratio was approximately 18,590 square feet per employee.

1960 As part of the Building and Grounds Department the staff consisted of:

Director
Supervisor of Mechanical Equipment
Supervisor of Maintenance/Construction
Supervisor of Operations/Grounds
276 custodians
2 night watchmen

1980 Custodians became part of the Department of Plant and Transportation. The staff consisted of:

Director
Supervisor of New Construction
Building Inspector
Supervisor of Maintenance
Assistant Supervisor, Mechanical Equipment

Assistant Supervisor, General Maintenance
Assistant Supervisor, Grounds Maintenance
Supervisor of Transportation
Supervisor of Operations
2 Operations Foreman
332 custodians
Security Foreman
5 security personnel

These 332 custodians and 5 security personnel were responsible for the cleaning and security of 77 buildings, approximately 5,215,489 square feet. These figures represent a staffing allocation ratio of approximately 15,709 square feet per employee.

1984 Responsibility for operations and transportation was transferred from Plant and Transportation Department to the Director of Operations/Transportation/Employee Relations and the Department of Operations Management was formed.

1987 Management study

An analysis of the District's custodial operations was completed by National Management Services Inc. (NMSI) of Racine, Wisconsin reviewing the departments operating practices. The report contained information regarding organizational structure, and a proposal for changes in operations to improve the value of the departments service to the Districts schools. The 1987 study is available from the office of the Supervisor of Custodians/Security.

1991 Care and Maintenance of School Facilities Questionnaire

A questionnaire was distributed to the school principals surveying the existing level of service provided by the operations department with the results indicating areas where service could be changed to improve the cleaning and general maintenance of District school facilities. The results indicated that principals consistently perceive the quality of work done by operations staff in their building as adequate or very adequate, and the working relationship between operations and instructional staff as consistently positive. The principals do, however, see the current allotment of operations staff in their buildings as inadequate for the amount of work to be done, and time allotted to take care of operations tasks as being inadequate. The complete survey and compiled results are available from the office of the Supervisor of Custodians/Security.

1994 The Custodians/Security Department of Operations Management staff consists of:
Director
Supervisor of Custodians
2 Foremen
6 Building Managers
282 custodians
6 security personnel

The staff of six building managers, 282 custodians and six security personnel is responsible for the cleaning and security of 63 buildings, approximately 5,004,328 square feet. These figures represent a staffing ratio of approximately 17,683 square feet per employee.

Policies, Standards, and Regulations

The Custodians/Security Department of Operations Management is regulated by Federal Code, State Code, Municipal Code, District Policy and Contract Agreements. Regulation is primarily

aimed at insuring that staff have the proper training and licenser to perform their duties safely and effectively. Applicable law, policy and procedures are listed below and are available in the office of the Supervisor of Custodians/Security.

Internal District Policies

District Policies

Series 400 Code 440 Professional Growth

Series 400 Code 403 Certification and Licensing

AFSCME Comprehensive Agreement

Article XIII: Leaves of Absence

External Policies

Iowa Law

Code of Iowa 1991 Iowa Division of Labor Services 29 CFR 1910

IAC (88.16)(89B.8) IOSH 1900.1450(f)(1) *Employee Information and Training.*

Iowa Department of Labor Occupational Safety and Health Administration (IOSH) 29 CFR Part 1910.1030

Iowa Department of Education Standards

12.7(1) STAFF DEVELOPMENT PROGRAM.

Federal Law

Federal Register (Vol.52 No. 210, Oct. 30, 1987, pp. 41852-41853)

§763.92 Training and periodic surveillance

Des Moines Municipal Law

Building Construction Codes pp. 394-399

8-369 Operator's License Required.

8-374 Classes of Licenses.

8-375 Work Which May Be Done.

8-377 Experience Requirement of Applicant

Program Description

The Custodians/Security Department of Operations Management is a support service for the Des Moines Independent Community School District. Each Custodians/Security Department employee

is entrusted with what is usually a community's largest single investment, its school plants. Responsibilities of Custodians/Security Department personnel do not stop with the care of the physical plant, but also include providing a clean, safe, and comfortable environment for all who use school facilities.

The Custodians/Security Department employee works in a job environment that places a high value on cheerful and cooperative relationships. Schools exist to provide a proper environment for the instruction of children. It is important, therefore, that administrators, teachers, support staff, and operational staff work together to create a safe and orderly school climate every day.

The role of the Custodians/Security Department employee has changed considerably with development of new instructional programs, new maintenance materials and requirements, and increased community use of the facilities. These changes place additional demands on the employee and require greater knowledge and skill.

Simply caring for 63 schools in the district requires daily cleaning of over 5,000,000 square feet of space. This is roughly equivalent to cleaning a total of 3,300 average sized (1500 sq. ft.) homes every day, including approximately 455 commercial high use rest rooms! This equates to each Custodians/Security Department employee daily cleaning more than eleven (11) average sized homes while also helping students with locker problems, attending to individual support staff needs, cleaning cafeterias, shoveling snow, mowing grass, and making certain the building are properly heated and cooled! Compounding this is the fact that much of the space must be cleaned up to three (3) times each day because of the extensive use of the facilities for community programs and adult education.

The Custodians/Security Department is comprised of individuals who have a genuine concern for children and who do their best to provide a clean, safe and comfortable environment for all persons who use school facilities.

Programs Served by Custodians/Security Department

Every educational and extracurricular program that uses a facility is served by the Custodians/Security Department of Operations Management. Programs vary from Special Education through Talented and Gifted and Preschool Handicapped through Adult Education. By working to provide a clean, safe and comfortable educational environment, the Custodians/Security Department serves *every* school program.

Organizational Structure of the Custodians/Security Department

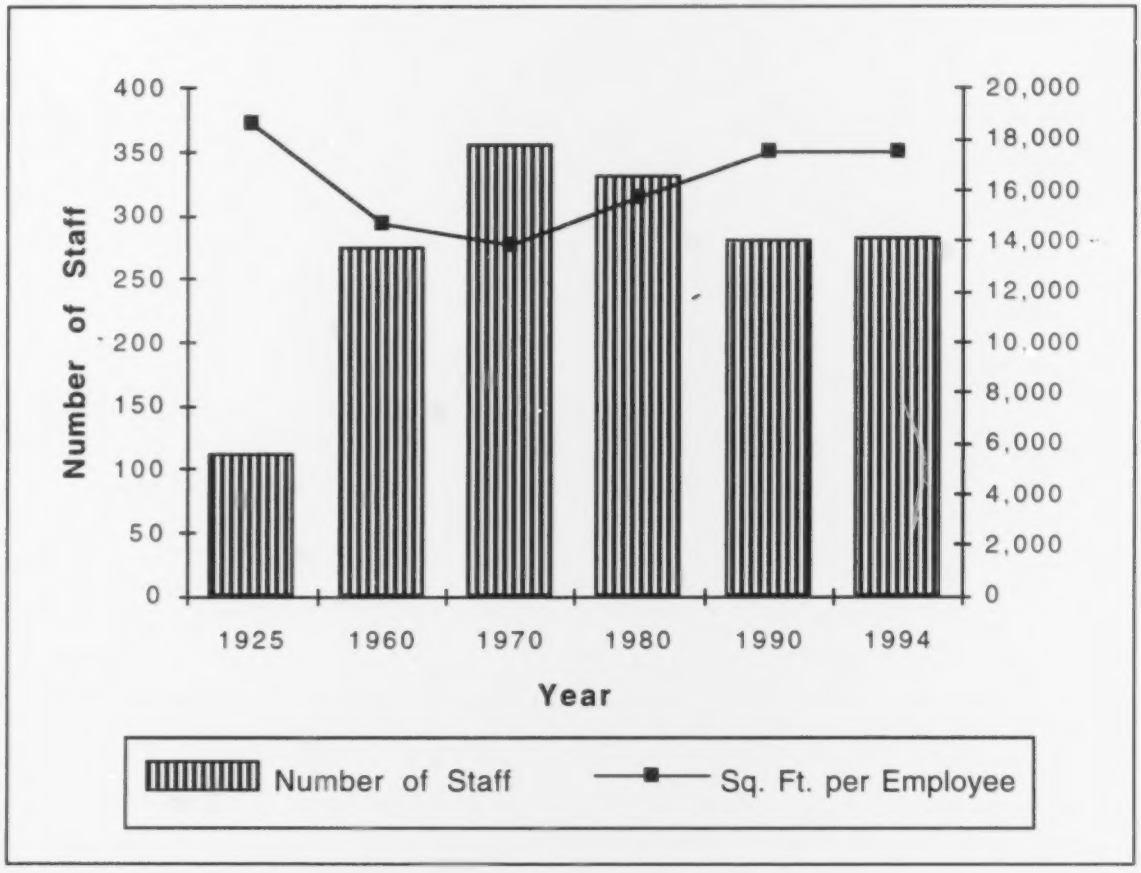
The organizational structure (adopted in 1989) of the Custodians/Security Department of Operations Management includes one director, one supervisor, two foremen, six building managers and 282 non-administrative operations employees (see Appendix A). The Custodians/Security Department has consistently viewed its role as one of being a support system for learning at the school level and has incorporated a structure that stresses service from the central office for the individual school site. The Custodians/Security Department recognizes the significance of school-based management through shared decision-making process (SBM/SDM) by continuing to focus efforts on providing service from the central office for the individual school site. This is consistent with the district's emphasis on SBM/SDM.

Past Needs

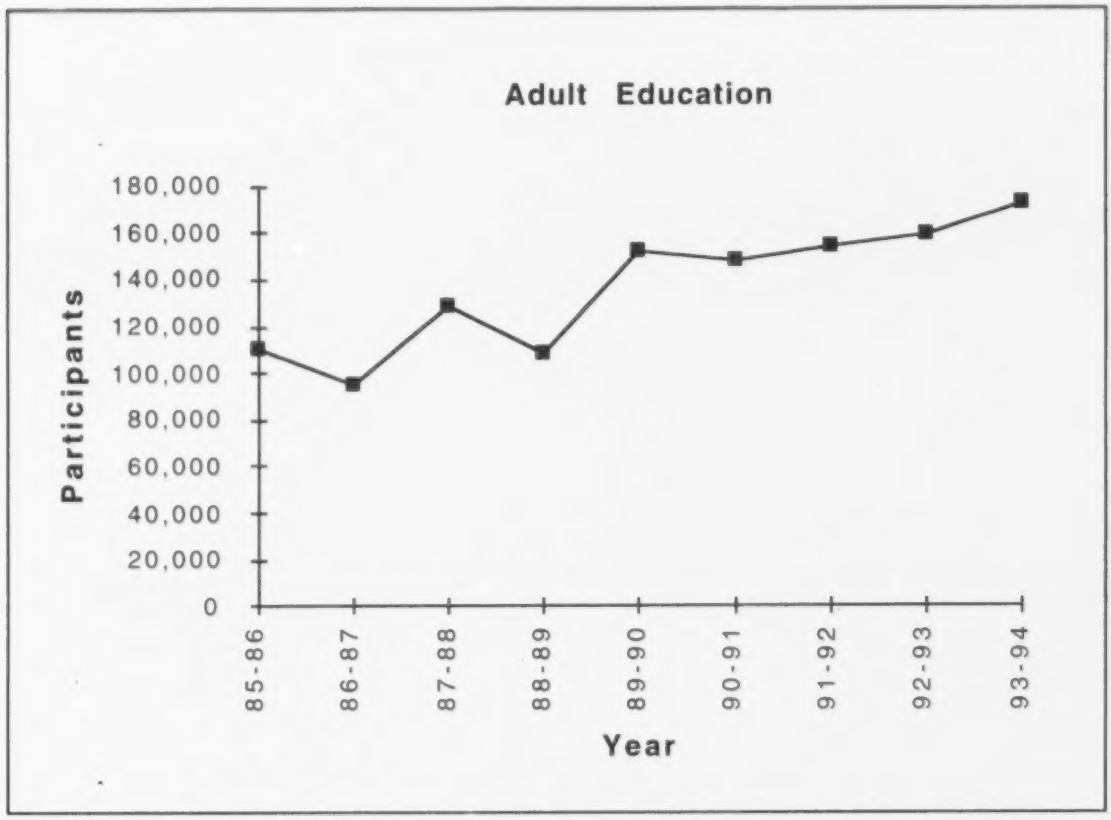
The Custodians/Security Department has been significantly impacted by change in expected service and environment. The most significant of these changes include the addition of carpet to many facilities and the increase in use of facilities by community and adult education programs.

Addition of carpet has required purchase and maintenance of commercial carpet cleaning equipment, additional training requirements in the use of the equipment, and an increase in the amount of time needed to actually clean a carpeted area vs a terrazzo or tiled area.
Declining enrollments have contributed to greater sensitivity for managed budgets which have, in turn, led to different assignments of staff for the Custodians/Security Department. Student enrollment, however, is not the deciding factor when determining the necessary number of staff to assign to a particular facility. The entire building is often used by students regardless of the actual enrollment and must all be cleaned and secured. A downward trend in staffing has resulted in the square feet per employee increasing over time and is illustrated in the following chart:

Des Moines Independent Community Schools
Custodians/Security Division Staffing Trends
1925 - 1994



Expansion of community use and adult education has had a profound impact on the work for which Custodians/Security personnel are responsible. Over 140,000 citizens of all ages were enrolled in Community/Adult and Continuing Education programs this past year. The increase in use by Community/Adult and Continuing Education programs is illustrated in the following chart:



Increase in building use increases the responsibilities of the Custodians/Security Department. Facilities are often used from 7:00 A.M. until 10:00 P.M. and licensed operations staff must be provided while a building is occupied. Each classroom area used by Community/Adult and Continuing Education or other community groups is normally cleaned after the regular students leave the facility (prior to an adult education class) and then again after the adult education class has ended or the community group has finished. This, in effect, doubles the custodial obligation for the areas used for community activities beyond the regular school day.

Examining a typical list of classes for the Spring 1994 semester illustrates the impact of adult education on custodial operations. One hundred twenty-three separate classes were scheduled in classrooms, the library, the pool, and two gymnasiums were used over the spring semester for adult instruction at Roosevelt High School . Increased adult education use has resulted in additional custodial work.

Upgrading of equipment

Since 1991, the department has steadily improved its purchasing process. Operations building managers and chiefs annually verify their equipment inventory and condition status to identify units that should be considered for replacement. Potential equipment replacements identified by the database are summarized and reviewed for accuracy and need. Programmed replacement of aging and obsolete equipment avoids costly repairs and increases cleaning efficiency by avoiding equipment down time.

The database identified the following equipment requiring replacement during the 1994-95 fiscal year: fourteen carpet extractors for schools with over 15,000 sq. ft. of carpet; thirty-five upright vacuums; five hard floor buffers; three mowing tractors; twelve self-propelled mowers; and ten weed eaters. One carpet extractor for project carpet cleaning and ninety-three custodial carts were purchased to improve cleaning efficiency.

Handbook

The Operations Staff Handbook and Training Manual is currently being revised to reflect changes in operational procedures, material, and equipment since the manual was adopted by the department in 1989. The manual was provided to every new employee, principals, and the all current Custodians/Security Department employees. The manual contains chapters on Department Organization, Job Descriptions, Work Rules, Training Program, General Operational Responsibilities, Operational Duties, Cleaning Frequencies, General Operational Activities, Operational Support for Food Service, Energy Management Policy, Safety Precautions, Emergency Procedures, Asbestos Reporting, Fire Extinguisher Inspection, Employee Supervision, Employee Improvement Program, and the Employee Assistance Program. The purpose of the manual is to clarify the Districts expectations for every custodians/security employee as they apply to operations in the Des Moines Public Schools. It has proven to be quite useful to building principals as well as others in the operations field. Copies are available in the offices of the Director of Operations Management and the Supervisor of Custodians/Security.

Long Range Goals and Objectives

In a continuing effort to improve the Custodians/Security Department of Operations Management, the following long range goals have been established:

Goals

The Custodians/Security Department of Operations Management will:

- Assure a clean, safe and comfortable environment for all persons who use school facilities.
- Provide effective leadership to assure service and support from the central office for the individual school site.
- Provide appropriate training, education, and development programs for Custodians/Security Department staff.
- Seek out new technologies, innovative techniques, and effective procedures and methods to meet the challenges presented by today's education environment.

Objectives

- By November 1994, develop a computerized equipment inventory tracking systems allowing for efficient supply delivery, equipment preventative maintenance, and replacement planning.
- By December 1994, investigate Just-in-Time methodology for re-supplying custodial materials.
- By January 1995, complete revisions to the Operations Staff Handbook and Training Manual.

- By March 1995, develop a interim personnel absence database allowing improved summarization of data.

- By January 1996, develop a Quality Assurance Program for the Custodians/Security Department with appropriate staff allocation criteria, cleaning specifications, and quality standards designed to ensure a clean, safe and comfortable environment for all who use school facilities.

- By March 1996, implement a computerized Operations Management system in operation.

INPUT EVALUATION

Budget and Sources of Revenue

The Custodians/Security Department is funded by the General Fund calculated by the State Foundation Aid Formula. The General Fund provides revenue to support regular needs of the Custodians/Security Department for supplies, equipment, purchased services, and personnel.

The total operating budget for the Custodians/Security Department during the 1993-94 school year was $7,116,775.00. The total operating budget and expenditure summary to June 30, 1994 follows:

1993 - 1994 Operating Budget and Expenditure Summary

	Expenditures to June 30, 1992	Expenditures to June 30, 1993	Expenditures to June 30, 1994
Regular Operation Salaries			
Director[1]	18,993.53	19,722.51	20,386.78
Supervisor	47,994.74	49,837.11	51,515.11
Secretary	14,289.20	18,495.90	21,598.20
Foremen/Building Managers	227,560.19	245,075.18	205,991.49
Custodians	5,406,331.99	5,768,126.27	5,918,045.93
Overtime	192,576.46	123,289.26	188,322.17
Security personnel	118,975.38	123,627.01	140,174.84
Human Resource Subtotal	$6,026,721.49	$6,348,173.24	$6,546,034.52
Purchased Services			
Cleaning service	2,732.60	2,677.87	2,536.28
Garbage Collection	109,794.41	89,092.88	116,567.00
Purchased Services Subtotal	$112,527.01	$91,770.75	$119,103.28
Supplies			
General Supplies	1,993.84	375.06	2,798.09
Printed Supplies	496.39	549.42	843.40
Repair and Maintenance Supplies	283,627.04	297,972.32	290,862.07
Security Repair and Maintenance	5,533.28	7,013.71	2,775.65
Supplies Subtotal	$291,650.55	$305,910.51	$297,279.21

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Equipment			
Equipment	1,591.58	1,855.18	15.00
Equipment Replacement	65,814.71	37,773.34	53,388.80
Security Uniform Allowance	1,500.00	1,550.00	600.00
Security Equipment Replacement	5,455.51	2,035.73	3,438.73
Equipment Subtotal	$74,361.80	$43,214.25	$57,442.53
Other			
Employees Indistrict Travel	4,153.19	3,377.32	4,366.30
Security Employees Indistrict Travel	100.00	0.00	0.00
Employees Out of District Travel	1,485.11	792.63	1,524.58
Tuition, Dues and Fees	382.00	184.00	816.00
Institution Fees and Permits	490.00	530.00	411.50
Other Subtotal	$6,610.30	$4,883.95	$7,118.38
Grand Total	$6,511,871.15	$6,793,952.70	$7,027,077.92

[1] The Directors salary is divided amount Operations, Transportation, and Food Service.

In 1994-95, the appropriations for the Custodians/Security Department of Operations Management is $6,659,923.00 for human resource costs, $339,601.00 for supplies and equipment and $117,251.00 for other related expenses. It is interesting that approximately $10.61 is spent *per year per student* (or about *$.0291 per day*) for all supplies and equipment needed to keep the learning environment clean, safe and comfortable.

A comparative analysis with the Council Bluffs school district illustrates an equivalent budget for our District would be $9,190,750.60 and an equipment replacement budget of $91,838.03. Although this would be a dramatic increase for the District, there is a need to expand our budget to meet the District demands for a clean, safe learning environment.

Cost of Inservice/Staff Development

The Custodians/Security Department participates in frequent in-service/staff development. During the fiscal year 1994, $8,470 was budgeted and $7,065.58 spent for the training. Costs associated with non-administrative personnel staff development are absorbed in the salaries budget for an approximate cost of $29,088.

Materials in Use or Being Examined

Materials presently used by operations personnel in performance of their duties are diverse. The materials list contains 319 items in numerous categories and can be obtained from the office of the Supervisor of Custodians/Security.

Through collaboration with the Purchasing Department, the Custodians/Security Department actively tests products from commercial vendors for such things as effectiveness, durability, and compatibility. During the 1993-94 school year the Custodians/Security Department tested 49 different products in 15 different categories. The results follow:

Category	Better	Same	Inferior	No Results Returned
All purpose cleaner	1	1	0	0
Bleach	1	1	0	0
Floor finish	2	4	3	0
Germicidal cleaner	1	0	3	0
Glass cleaner	1	2	0	0
Hand soap	1	2	2	2
Mop treatment	2	1	1	0
Stainless steel cleaner	0	1	0	0
Stripper	1	4	3	0
Sweeping compound	0	1	0	0
Toilet bowl cleaner	2	1	1	0
Trash bags	0	2	0	0
Vomit cleanup	0	0	1	0
Wood seal	0	0	1	0
Wood finish	0	0	1	0

These results were used in adjusting bidding specifications where appropriate.

Equipment in Use

The new computerized database now permits the Custodians/Security Department to summarize equipment information efficiently and accurately at a moments notice. Equipment presently used by operations personnel is summarized in 36 separate categories. A condensed summary of the custodial inventory is listed below. The complete individual school inventory printout for the district's detailing manufacture, model, serial number, location, cost, and condition, is available through the office of the Supervisor of Custodians/Security.

The current replacement cost for the listed equipment is estimated at $556,447.24, while the current equipment replacement budget is $70,300 representing a 7.92 year average replacement cycle. A majority of the equipment listed below will have a replacement cycle varying from two to seven years. An accurate replacement budget will again be proposed this fall for consideration in future budget preparations.

Type of Equipment	Number	Poor/ Repairable /Junk
Blower, Lawn	5	0
Blower/Vacuum, Lawn	7	0
Blower, Portable	4	0
Buffer, High Speed	4	0
Cart, Four Wheel	27	2
Edger, Lawn	1	0
Eraser Cleaner	42	9
Extractor, Carpet	13	0

Furniture Lift	1	0
Hedge Trimmer	2	1
Ladder, Extension	35	3
Ladder, Step	358	24
Lawn Spreader	2	2
Lawn Sweeper	1	2
Leaf Shredder	1	0
Mower, Push	80	15
Mule, Bleacher	1	0
Rain Train	2	0
Roto Tiller	1	0
Scaffold, Portable	3	1
Scrubber, Floor	120	23
Scrubber, Floor, Automatic	6	0
Shampooer, Carpet	16	2
Snow blower	46	12
Sprayer, Power	5	2
Tractor Mowing Deck	30	1
Tractor Snowblade	47	1
Tractor Snow blower	2	0
Tractor, Lawn	69	4
Vacuum, Pig	32	3
Vacuum, Portable Backpack	4	0
Vacuum, Shop	3	0
Vacuum, Upright	214	37
Vacuum, Wet/Dry	122	18
Vacuum, Yard	2	0
Weed Eater	68	5

Through collaboration with the Purchasing Department, the Custodians/Security Department periodically tests equipment from commercial vendors for such things as effectiveness, efficiency, and maintainability. Equipment tests may last from a few hours to as long as a week, depending on the equipment being tested and its intended use. Building and Grounds Department repair personnel are also contacted for input on serviceability and ease of maintenance for fossil fuel powered lawn equipment for which they have maintenance responsibility.

Special Physical Features and Staffing Allocations

School facilities vary greatly throughout the district, ranging in size from 456,660 square feet in the Central Campus building down to 20,492 square feet at Hanawalt Elementary. Sixteen schools have over 15,000 sq. ft. of carpeting with Lincoln High having the most - 44,002 square feet. The total estimated carpet area for the District is 702,269 sq. ft. Some facilities require significant routine grounds maintenance and snow removal while others do not. Many facilities are multi-level. Some facilities have swimming pools. The buildings range in age from 97 years (Moulton Elementary built in 1895) to Cattell Elementary (built in 1992).

In addition to duties associated with cleaning the facility, the custodial staff also contributes many hours assisting food service and the educational staff. (See Appendixe E). Department staff provides a security function for all activities within the facility by acting as a monitor and notifying the school patrol and/or police when the situation dictates a response be taken to protect the

students, staff, or the building. These diverse facilities have varying needs with regard to staffing and require individual consideration for all factors when allocating staff. Appendix G illustrates the current staffing allocation in each building.

Factors considered in the present staffing procedure include:

1. Staffing per building for operations is determined by need based on the duties required and hours that the building is generally occupied.

2. Facilities where there is a significant site requiring routine grounds maintenance, athletic fields, snow removal, or heavy after school use are given special attention.

3. Enrollment is not a factor when assigning full time operations employees. The total usable area of a building is utilized by students regardless of the actual enrollment.

4. High schools and middle schools are cleaned after 3:30 p.m. Elementary schools after 2:30. Staff working those hours are assigned specific areas of the building. Many of the assignments total considerably more than 20,000 square feet to be cleaned by a single employee.

5. Elementary facilities are staffed by at least two positions (one assigned days and one assigned evenings) to provide cleaning and physical security for PTA meetings, adult education classes, and community use. Licensed staff must be provided when the building is occupied.

6. Thirty full time substitutes fill positions when assigned employees are absent. Elementary positions are filled first, followed by middle schools, and then high schools. This often means that high schools and occasionally middle schools must go without substitutes and "gang" the work so that all of the buildings get cleaned.

PROCESS EVALUATION

Work-Flow Information

General operational responsibilities include the care of school property, safety within and outside the building, cleaning and sanitation in the building, creating goodwill, and performing the job efficiently and effectively. These operational responsibilities are discussed in more detail in the Operations Staff Handbook and Training Manual.

The duties of operational employees include, but are not necessarily limited to:

- daily routine cleaning of classrooms, offices, restrooms, gymnasiums, etc.
    1. empty trash container and pencil sharpeners
    2. clean chalkboard sills
    3. dust all ledges where dust collects
    4. sweep floor
    5. spot walls
    6. clean glass and mirrors
    7. fill dispensers
    8. damp mop floor
- summer/seasonal deep cleaning of classrooms, offices, restrooms, gymnasiums, etc.
- limited lawn mowing immediately around perimeter of the building
- limited snow removal around the building and sidewalks
- preventative maintenance tasks
- boiler cleaning
- minor repairs to furniture
- adjusting flush valves
- other repairs which do not require specific training or equipment

Detailed descriptions of operational duties and activities as well as a schedule of cleaning frequencies are included in the Operations Staff Handbook and Training Manual.

Sample work schedules are included in Appendix E for Findley Elementary School showing the typical work-flow for an operations employee. It is important to note that these sample schedules only include the planned duties of the operations employee. Snow removal, community and adult education activities, emergencies, and individual teachers and principals also make demands on the operations employees' time.

Each summer the operations employees' schedule changes to reflect a thorough deep-cleaning of each facility in the district, roughly analogous to a "spring cleaning" in one's home. Every area of the school is carefully cleaned and inspected. A general outline of the summer cleaning sequence is:

1. Disassemble, clean, inspect and reassemble all boilers in the building.

2. Deep clean classrooms

    a. Change or clean univent filters and lubricate motors.
    b. Thoroughly clean, inspect and repair all furniture, removing it from the room.
    c. Clean all blinds and light fixtures.

d. Scrub all windows and walls.
e. Clean wastebaskets and pencil sharpeners.
f. Strip and refinish tile and terrazzo floors as outlined in the Operations Staff Handbook and Training Manual and the Operations Training video tape, thoroughly shampoo carpets.
g. Refinish wood floors.
h. Reset the furniture in the room to prepare for occupancy.

3. Deep clean hallways

a. Change or clean univent filters and lubricate motors.
b. Clean light fixtures.
c. Clean and inspect lockers, changing combinations at the secondary level.
d. Scrub all windows and walls.
e. Strip and refinish tile and terrazzo floors as outlined in the Operations Staff Handbook and Training Manual and the Operations Training video tape, thoroughly shampoo carpets.
f. Refinish wood floors.

4. Deep clean other areas of the building, i.e. offices, locker rooms, etc., in a similar fashion.

Current Year Goals and Objectives

Department Goals

- Continue to provide a clean, safe and comfortable environment for all persons who use school facilities.

- Maintain present opportunities and create new opportunities for in-service training for Custodians/Security Department personnel .

- Strengthen and improve liaison between central office operations staff and building level administrators.

- Continue to seek cooperation and collaboration to provide for efficiency in the Custodians/Security Department.

- Monitor the development of internal programs which increase operating efficiency for the Custodians/Security Department.

- Establish a comprehensive maintenance and replacement plan for equipment.

Supervisor Goals and Objectives

Goals

1. Review the training program for new staff that includes a mentoring program of direct training from experienced staff, review of the Operations Staff Handbook and Training Manual, and the use of the video training package.

2. Update staff on current practices and stimulate employee motivation.

3. Provide appropriate inservice training concerning risk management and safety issues.

4. Investigate new materials and technology that contribute to the maintenance of a clean, safe and comfortable learning environment.

5. Supervise the conduct of the Quality Assurance Program pilot and provide for Building Managers and Chiefs concerning how to most efficiently use custodial staff.

6. Support district programs that emphasize healthy life style choices.

Job Descriptions

Brief summaries of the responsibilities of Custodians/Security Department employees are stated below. Complete job description can be found in the Operations Staff Handbook and Training Guide which is available from the Supervisor of Operations.

Director of Operations Management

The director is responsible for overall supervision and direction of the Department. Planning, staffing, and budget development and implementation are done in collaboration with other District administrators.

Supervisor of Custodians/Security

The Supervisor of Custodians/Security is responsible for giving direction to all operations personnel. The Supervisor of Custodians/Security communicates with and performs those assignments as directed by the Director of Operations Management, oversees the entire daily operation of the Custodians/Security Department, performs all personnel functions for the Custodians/Security Department, prepares reports as required by the District, develops and conducts training meetings for employees in the Custodians/Security Department, attends meetings where operations are concerned, and monitors the budget for the Custodians/Security Department.

Custodians/Security Department Foreman.

There are two Custodians/Security Foremen directly supervised by the Supervisor of Custodians/Security. Foremen serve as liaison between the Administrative Offices and employees assigned to various facilities, are responsible for insuring that high standards of cleanliness are maintained and that each facility has the necessary supplies and equipment. The Custodians/Security Foremen handle problems as they arise. Evaluation of substitute employees are often done by the Foremen, as well as any other evaluations as requested by Building Administration. The Custodians/Security Foremen normally work from 3:00 p.m. to 11:30 p.m., providing supervision to 35 buildings each.

Building Manager (High School)

The Building Manager directs and annually evaluates custodial employees assigned to the facility. The Manager assures that the facility is properly heated and ventilated and that all equipment is maintained. He/she schedules the work to assure that extra activities are covered. The Building Manager is responsive to requests from Building Administration, teachers, students, and the Community and Adult Education programs taking place in the facility. The Building Manager normally works from 7:00 a.m. to 3:30 p.m.

Operations Engineer Chief - Class 3-7

Chiefs work from 6:00 a.m. until 2:30 p.m. Their responsibilities include cleaning a portion of the building, depending on the size of the facility. Duties include assisting food service staff, inspecting the building each morning for any problems, receiving and distributing supplies, and assisting the principal, teachers, and students with any problems. Outside duties include keeping the grounds picked up, mowing, and snow removal. A 1st Class Engineer's license is required for a Class 7 Chief (middle school). Class 3-6 Chiefs (elementary) are required to have a Class 1 Fireman's license.

Operations Engineer Chief - Class 2

There are two Class 2 Chiefs. They are assigned to the two stadiums from the end of March until approximately the first part of November. They clean and maintain the stadiums and immediate grounds. Duties include mowing and trimming of vegetation and marking of baseball, softball, football, soccer, and practice fields. The remaining five months, Class 2 Chiefs are assigned custodial tasks in school facilities. A 1st Class fireman's license is required. Class 2 Chiefs normally work from 7:00 a.m. to 3:30 p.m.

Operations Engineer, First Assistant - Class 6 (Elementary)

First Assistants, Class 6, work from 2:00 p.m. until 10:30 p.m. They clean the majority of the facility nightly. First Assistants, Class 6, are responsive to Building Administration needs for night activities that take place in the facility. First Assistants also assure that the facility is secured each night and takes the place of the Chief in his/her absence.

Operations Engineer, First Assistant - Class 7-8 (Middle and High School)

First Assistants, Classes 7 and 8, work from 3:30 p.m. until 12:00 midnight. They assist the Building Manager or the Chief in maintaining the facility. They direct and assist subordinate staff and are assigned an area of the facility to clean. The First Assistant assures that the facility is secured each night. They are responsive to the needs of the Building Administration for night activities in the facility. A 1st Class Engineer's license is required. The First Assistant will assume the duties of Building Manager or Chief upon his/her absence.

Operations Engineer, Second Assistant - Class 8 (High School)

Hours of the Second Assistant, Class 8, vary according to the needs of the facility where he/she is assigned. He/she is responsible for caring for swimming pool operations in two high school facilities. He/she helps with the receipt and distribution of supplies received at the facility. The Second Assistant cleans hallways and entrances, checks restrooms and coordinates the cleaning responsibilities of Custodial Pool employees, assists with food service deliveries and cleans the cafeteria at noon. He/she is capable of filling in for the Building Manager and the First Assistant when necessary. A 1st Class Engineer's license is required for this position.

Operations Engineer, Second Assistant - Class 6 (Elementary)

This position requires a 1st Class Fireman's license. The Second Assistant, Class 6, is assigned between two larger elementary facilities to do cleaning at both schools and to help secure the facility each night. Second Assistants, Class 6, normally work from 2:00 p.m. to 10:30 p.m.

Stationary Engineer - Class 3/Stationary Engineer, Assistant

These Engineers fire high and low pressure boilers. They perform related mechanical duties with heating and ventilating equipment. Engineers are responsible for total temperature control. They clean fan rooms and boiler rooms. The Engineer also assists with yard work and cleaning of the facility as needed.

Operations Pool - Class 1-5

Class 5: A 1st Class Engineer's license is required. This person is trained to fill in for any custodial position on a temporary basis to insure that a facility has the properly licensed person on duty.

Class 4: A 1st Class Fireman's license is required. This person is trained to fill in for any elementary position on a temporary basis to insure that an elementary facility has the properly licensed person on duty.

Class 3: No license is required for a Class 3 position. This person performs cleaning tasks to properly maintain the facilities.

Class 1-2: Classifications of new employees while on probation and receiving training.

Elevator Operator (Freight) - Class 2

The Freight Elevator Operator transports supplies to Central Campus and food from the Central Campus kitchen to food service trucks for delivery. This person also transports furniture and supplies to the furniture factory for repairs.

Parking Attendant

The Parking Attendant monitors parking at Central Campus and the Administration Offices and delivers information to Board Members. He/she also transports data to and from Mid-Iowa Computer Center and performs other duties as needed.

Security Personnel

There are six Security employees. Three custodian substitutes are trained to substitute in Security as Dispatcher. Four of the five employees perform duties as Dispatcher and Patrolman. One works as a Dispatcher only.

Patrol duties include walking around facilities to make sure the facility is secured. They check for unlocked doors and open windows. The Patrol person checks the interior of the facility for water leaks, damages caused by a fire, and many other possible problems. All unnecessary lighting is turned off, they check the boiler sump pumps, air compressors, and kitchen equipment and walks through facility to check alarms.

The Dispatcher monitors the telephone and security panel from the Administration Offices. He/she informs the patrol person of all alarm "drops" and calls the Des Moines Police Department when needed. The Dispatcher keeps a written log of all people going in and out of facilities and documents all messages and call-ins. He/she checks the tower light, records observations in tower light log and, if the light is out, calls the Des Moines Airport FAA to let them know. This employee monitors the City police radio and informs the School Patrol of any problems involving City police at any school facility.

The Security system provides sufficient early notice to thwart numerous burglary attempts, and early fire identification has resulted in containing fires that might otherwise be uncontrollable. Security personnel are successful in assisting the Des Moines Police Department in the apprehending suspects in burglaries.

Inservice/Staff Development

The Custodians/Security Department provides numerous in-service/staff development opportunities for operations employees. These range from mandated inservice on asbestos to conflict management techniques that enable more collegial working relationships.

All new employees to the Custodians/Security Department area are provided a copy of the Operations Staff Handbook and Training Guide. This Handbook contains specific information about expectations, job standards, and operations procedures and is reviewed with each new employee. New employees are required to view the Operations Training videos. They are then paired with an experienced employee who acts as mentor for the new employee. The new employee shadows the mentor and gets hands on training for an average of 2 days before assuming duties independently. The district also provides risk management and safety inservice as required by law. *Asbestos*, *Radon*, *Right to Know*, and *Bloodborne Pathogens* are examples of such required inservice.

Twenty-nine new employees were trained during the 1992-94 school years by the department's training videos and on-the-job training.

Professional Inservice Meetings and Workshops

Each year the Custodians/Security Department administrators attend a variety of workshops to study new technologies, laws, and products. These workshops are sponsored by universities, professional organizations and vendors. Professional inservice meetings attended during the 1993-94 school year included:

October 18, 1993	Franklin Planner Seminar at Samuelson School (Two foremen of Custodians/Security)
October 21-22, 1993	Iowa School Buildings & Grounds Association Quarterly Conference in Fort Madison (Supervisor and one Foreman of Custodians/Security)
October 26, 1993	Macintosh Computer Orientation workshop at East High School (Two foremen of Custodians/Security)
December 6, 1993	Custodial Staff and Standards: How to Create an Effective Cost Efficient Team --Clemsen University Seminar in Des Moines (Two Foremen of Custodians/Security)
January 20-21, 1994	Iowa School Buildings & Grounds Association Quarterly Conference in Des Moines (Supervisor and Two Foremen of Custodians/Security)
February 5, 1994	Human Side of Quality at Samuelson School (One Foremen of Custodians/Security)
March 16, 1994	Total Quality..."An Investment in the Future" in Ankeny (One Foremen of Custodians/Security)

April 28-29, 1994	Iowa School Buildings & Grounds Association Quarterly Conference in Coralville (Supervisor of Custodians/Security)
May 17, 1994	Building a Customer Focused, Quality-Based Organization in Ames (One Foremen of Custodians/Security)
May 19, 1994	TQM - Why the Urgency in Ames (One Foremen of Custodians/Security)
May 24, 1994	Total Quality Transformation in Ames (One Foremen of Custodians/Security)

Selection of Staff

The Custodians/Security Department is very careful in its selection of employees. The following steps are taken to be certain that the best available individuals are hired to provide quality service for the district.

1. Review applications.
2. Require the proper licensure for any specific position.
3. Confirm and contact three references.
4. Request and obtain a law enforcement record check.
5. Interview the candidate.
6. Require a physical examination.

Evaluation of Staff

The staff evaluation system is designed to insure that the best possible learning environment is provided for students. Every operations employee is formally evaluated *each* year by his/her building principal unless the principal requests that a Foreman/manager or the Supervisor do the evaluation. When an employee appears to be performing at less than district standards, the principal may request that the Foreman/Manager perform an Operations Site Inspection. This inspection is used as a formative evaluation to help the employee improve in a particular area or performance. Employees who have a summary evaluation mark of "Needs Improvement" or "Does Not Meet" will be placed on an Employee Improvement Program for a period determined by the administrator. The entire Employee Improvement Program is described in detail in the Operations Staff Handbook and Training Guide.

All evaluations are reviewed and compiled by the Supervisor of Custodians/Security and employees are identified who need additional help and/or praise. By tracking all evaluations, the Supervisor also insures that each employee is evaluated in a timely and proper manner.

Influence of Technology

Industry is constantly creating new chemicals, equipment, and methods to improve the cleaning process used in the custodial trade. These changes require district personnel take the initiative to network with other members in the industry, attend trade shows and seminars to broaden their knowledge. Many of these improvements can be blended with existing tasks to improve the appearance and safety of our facilities with minimal effort.

Technology does provide a significant impact on how operations is analyzed for achieving change. Computers are an effective tool for preparing different scenarios to discover which procedure best accomplishes the needs of the district and provides an effective means of communicating these changes efficiently.

PRODUCT EVALUATION

The Custodians/Security Department is always seeking information from students, staff, and co-workers on how to improve our service to the district. The following program highlights are a result of ongoing personal surveys of needs in the district.

PROGRAM HIGHLIGHTS 1992 - 1994

Major Service Program Improvements

Building and Grounds Safety Inspection

Safety is an everyday issue for all member of the school district, both in and around the facility. Interior safety is satisfactorily addressed by the teaching and support staff and exterior safety has been improved. The custodial department initiated an exterior inspection process in November 1993 to identify potential hazards not readily recognized by other members of the schools staff.

Inspections are performed in the morning before school, and again after the building is vacated, on a daily basis during the work week. Inspections check critical areas frequented by students, staff, and visitors. The check list is submitted to the principal for review and possible discussion with staff. When necessary, work orders are entered on the schools computer for issuance to the crafts. Inspections are retained by either the office staff or the schools custodian for a period of approximately two years for future reference (See Appendix B).

Playground Safety Inspection

Playground equipment safety is inspected separately from building and grounds because of the high use by students and visitors to our schools. An initial problem was brought to the departments attention by an elementary principal because of an on-going problem with vandalism, and because of a student injury caused by a preventable hazard that was not removed from the playground. The custodial department took the initiative to assume primary responsibility for performing a daily visual inspection and communicating any findings to both the principal and to Facility Management for correction, if the problem could not be corrected on-site by the custodians.

The playground safety inspection process started in November 1993 to identify potential hazards not readily recognized by other members of the schools staff. On advise from the district attorneys, a reference document inspection list was incorporated into our inspection to confirm specific items are visually inspected. These inspections are performed on a daily basis during the work week with particular emphasis on Mondays, after the weekend's high use (See Appendix C).

Work Assignment Schedules

Building managers and chiefs were directed to prepare work schedules for each member of their staff in January, 1994, to communicate their building's cleaning requirements. Prior to development of the schedules, new employees and substitutes required a significant amount of time from the school's custodial staff to communicate to them what work was to be accomplished, and the area to which they were assigned. Schedules eliminated the majority of the communication required prior to employees beginning their work.

The schedules were initially prepared by each individual because of their knowledge of the cleaning requirements for their assigned areas. Building managers and chiefs reviewed the schedules and prepared final documents with the cooperation of the school's secretarial staff. Each assigned area was given a different color on a preprinted floor plan for quick reference by staff and custodial substitutes temporarily assigned to their building. Schedules were posted in the custodial office, and each custodial gear locker. Copies were also sent to the principal and Operations for future reference (See Appendix E).

Summary of Proposed Summer Construction Projects

Frequently, construction projects delay or halt the cleaning process. A summary of proposed construction projects affecting the summer cleaning process was distributed to the custodial staff and principals in May, 1994, to inform them of any upcoming projects that Facility Management was planning. This information allowed the 16 pilot schools to amend and coordinate their summer work schedule. The construction schedule also helped to alleviate the problem of cleaning a given construction area multiple times because of lack of knowledge on how long the project would require for completion. These areas are now scheduled for cleaning at the end of the construction project.

Promulgating Iowa Occupational Safety and Health Requirements

Continuous review of cleaning operations has identified several areas where employee safety could be improved. Specific areas include step ladders, eye, hearing and chemical hazards. Each of these areas were addressed by memo with specific reference to the Iowa Occupational Safety and Health Standards for General Industry sections pertaining to the hazard, recommended equipment and procedures for remedying the problem, and the expected time for compliance.

Many of the ladders in the district were lacking the rubber feet needed to prevent slipping on surfaces and a memo indicating need for these feet that are available from Central Stores was sent in April, 1994. Reference was also made to defective ladders being destroyed and replaced by the schools. Any ladders designated as defective were inspected by a foreman before permission was given to dispose of the equipment.

Eye and hearing protection is important for personnel using power equipment in the course of their work. A memo was issued in October 1994, to communicate the need for these safety goggles. Safety goggles are available from Central Stores for less than $1.00. Hearing protection headsets were bid. Wearing of safety items was effective upon receipt of the equipment.

A memo on chemical handling safety was issued in September 1994, explaining chemicals are not to be mixed. Small portable spray containers used by the custodians and other members of the school staff are to be identified with the manufacture labels to prevent misuse and to correctly identify safety procedures should an accident occur. Building managers, chiefs, and foremen continuously review each buildings hazard conditions and implement or recommend corrections to management as the situation dictates.

Pilot Projects Implemented to Improve Custodial Service

During the 1993 - 1994 school, several pilot projects were implemented to improve custodial services to the schools.

Summer work schedules

Summer cleaning of the schools is a demanding task for each employee of the Custodians/Security Department who are expected to deep clean their facility prior to the fall semester. Summer school activities, vacations, and other duties as assigned by the building administrator or central administration reduce the allotted time available in the summer for the project cleaning.

A pilot project was initiated for the summer of 1993-94 in which custodial chiefs in 16 middle and elementary schools were directed to develop a written summer work schedule of cleaning activities taking into account all scheduled school activities and the custodial staff vacations. The work plan assisted the chiefs in projecting labor requirements necessary to complete the summer cleaning process by August 12th. The work schedule also served as a documented time line for the custodial staff and principals to compare actual progress with the projected schedule.

The written and monitored work plan reduced unexpected overtime and identified those schools requiring assistance due to summer school activities that delayed the team from performing their project work. The work schedule requirement will be implemented in all schools for the 1994-95 summer project cleaning.

Carpet cleaning crew scheduled using statistical methods

Past years saw the carpet crew reacting to request from each school's custodial team as they finished the preliminary cleaning in carpeted areas. Work flow was imbalanced with the majority of the demand being placed on the crew in the last four (4) weeks of the summer period. Carpet cleaned early in the summer was done thoroughly while during the last few weeks the crew rapidly cleaned buildings, occasionally missing or not cleaning some of the less soiled carpets.

Building Operations Managers and Chiefs documented all of the carpeted spaces in the district on preprinted floor plans. Each room in every school was measured on the floor plan to provide estimated carpet area. Data was summarized by school on a spreadsheet and totaled for the district. A Rough Cut Capacity Plan (RCCP) was prepared from the data to estimate the required time and materials for each school.

A Manufacturing Requirement Plan (MRP II) was finalized with assistance of the carpet crew, and distributed to each school scheduled for cleaning with a date that the carpet crew was expected to arrive. Cleaning materials were purchased in quantity and delivered to schools scheduled for the carpet crew reducing past material supply problems. The 18 schools with their own carpet cleaning machines were provided with the estimated quantity of cleaning materials. A total of 47 facilities with approximately 385,837 square feet of carpet were scheduled and cleaned this summer by the crew. The remaining 316,663 square feet of carpet was cleaned by 18 schools having their own carpet cleaning machines. Final of cost cleaning carpet for all schools this summer was $27,665.87 for an approximate cost of $0.039 per square foot. A recent carpet cleaning contract cost the District $0.1335 per square foot.

New cleaning chemicals were purchased to eliminate past problems with high foaming shampoos, and a new cleaning process was used to thoroughly clean and protect the carpet. The schedule leveled work flow during the summer months for the carpet crew and allowed timely notification to each school of when to expect their carpet to be cleaned. A larger carpet machine was purchased to increase efficiency by 25% reducing the cleaning time in

each building. Material delivery problems were reduced through efficient estimation and pre-work distribution.

Hard floor refinishing (Gym) Crew scheduled using statistical methods

Hard floor refinishing project timing is critical during the summer to allow district users maximum use of gyms for scheduled activities. Each floor may require up to five days to complete because a drying period is included with each step. As a result, the crew must move from space to space within a school, or move their equipment to another school to start the next phase of refinishing for that facility. Timing of each phase is important to minimize crew idle time.

Each school scheduled was contacted to find a period when the floors could be refinished. Two schools altered their scheduled activities to allow the crew to complete the process. Those schools had their gyms scheduled for the entire summer and the work could not be completed even utilizing weekends. From this information, the gym crew assisted in the preparation of a Rough Cut Capacity Plan (RCCP) utilizing their past knowledge of time requirements for each step of the process at each school.

A Manufacturing Requirement Plan (MRP II) summary was prepared and distributed to each school providing a scheduled date that the crew was expected to arrive. A total of 32 facilities with approximately 156,866 square feet of hard floors were scheduled and refinished this summer by the crew. The final of cost refinishing the floors for all of the scheduled schools this summer was $19,088.24 for an approximate cost of $0.122 per square foot. A recent hard floor refinishing offer was made at a cost of $0.75 per square foot.

Carpet spotting by school staff

Carpet appearance is important to all members of our schools' teaching and support staff. Floor coverings can be damaged easily while rooms are being used by students and staff. Unless the custodial staff is notified immediately, the spot can become a permanent stain that is nearly impossible to remove at a later time. The most important action is to neutralize the spot, which is difficult when classes are in-session.

To encourage immediate action, principals in eleven schools were approached in August and September, 1994, with a proposal for spray bottles of carpet spotter to be made available for the teaching and support staff in each carpeted room so spots could be treated and neutralized immediately upon occurrence. If the principals concurred with this proposal, the information would be disseminated at their next staff meeting. This approach allows the staff to address spots at once without disrupting normal classroom instruction. The custodial staff would then be notified at the earliest possible moment to schedule full spot/stain removal when the space is vacated.

The custodial department would be responsible for supplying each school with the necessary spray bottles with correct labeling and the bulk containers of spotting agent for the staff. Some of the schools have already initiated this process and are addressing those actions which cause the accidents. The custodial department has also initiated new procedures, improved chemicals, and purchased better equipment to clean carpets.

Emergency Response to District Needs

The custodians/Security department is always ready to respond to the varying needs of the district as the occasion arises. The best example of the departments team efforts is the July, 1993 flood

which encircled North High. Volunteer members of the work force could be seen attempting to cross flood waters to prevent water from damaging the structure and contents. Even though they did not reach the building at the peak of the flood, an emergency response team of twenty individuals did address the damage that occurred and had the school prepared when classes convened.

Computerized Equipment Inventory

The district's custodial equipment inventory was installed in the summer of 1994 on a computerized database for the efficient management of records. Prior to this year, building managers and chiefs submitted a hand written copy of their inventory which could not realistically be correlated to assist in preparation of the annual equipment replacement purchases. Now, data can be sorted and prepared to provide accurate information regarding type, quantity, and condition of equipment in each facility. This allows programmed replacement and upgrading to improve operations efficiencies. Current inventory totals $556,447.24 for 1,508 pieces of equipment .

Outcomes from Supervisors Goals and Objectives

Supervisor objectives previously listed in the Process section of the 1991 report have been achieved. Some completed activities directed towards accomplishment of stated objectives are listed as follows for the period of 1992-94:

- Planned and coordinated work assignments for substitute pool employees, and reassigned employees when substitute pool numbers were inadequate.
- Developed and administered the Custodians/Security Department budget.
- Worked with administrators in the Custodians/Security Department on a daily basis and provided direction to all Custodians/Security Department employees.
- Met with operations staff in groups and individually to discuss their needs and concerns.
- Instructed and/or arranged a total of 3,048 hours of in-service training for operations staff.
- Recommended and hired 29 applicants for operations positions (through the review of over 512 applicants).
- Reassigned 447 employees through lateral assignment, transfer, promotion, 10 Day option, or temporary assignment.
- Terminated 4 employees through disciplinary action.
- Administered and documented 51 disciplinary actions by reprimand letter.
- Sent 75 personalized letters of appreciation and a certificate for outstanding attendance to Custodians/Security Department employees who were absent 3 days or less for the 1993-94 fiscal year.

Adherence to Standards, Policies and Regulations

The Custodians/Security Department adheres to and is in compliance with existing Board policy and administrative procedures, the Comprehensive Agreement, and applicable sections from the Federal Code, the Code of Iowa, and the Iowa Administrative Code.

Commendations

The Custodians/Security Department, and individual employees in the Custodians/Security Department, are frequent recipients of commendations or letters of appreciation from individuals, groups, or schools that have been served. Individual commendations are placed in employee personnel files and department commendations are placed on the bulletin board for all to celebrate.

Letter of Appreciation for Attendance

Good attendance is a concern of all members of an organization. Absences require substitute personnel or other members of a schools staff to assume the assignment of the individual who could not be there to perform the work. Members of the department who used a minimal amount of sick leave were recognized in August of 1994.

A letter of appreciation for excellent attendance for the fiscal year 1993-94 was sent to 75 members of the custodial staff who used three or fewer days for illnesses. (See Appendix D).

FUTURE PLANS

Product evaluation indicates that a need exists to develop approaches to the problems of attendance, consistent and efficient use of time and cleaning standards, and development of ways to continue to meet our mission and the public expectation of clean, safe and comfortable environments for learning while working within budget restrictions. The Custodians/Security Department has identified five projects that will help ensure that as the complex environment of education changes, we will still be able to meet our mission in the most effective and efficient ways possible. The six projects include: developing a comprehensive equipment preventative maintenance and replacement plan, moving to a computerized Operations Management system, developing a interim personnel absence database, revising and expanding the existing Quality Assurance Program for the Custodians/Security Department, and investigating the advantages of Just-in-Time supply methodology.

Develop a Comprehensive Equipment Replacement Plan

Because equipment budgets are limited to minimal increases and we do not control product price increases, the department has not been able to adequately maintain and replace equipment in a timely manner. The department believes that an effective plan is necessary to solve the problem of a strained budget and rising cost. One application of computerizing the operations management system will be to track the maintenance and replacement schedule for all operations equipment. This will help to ensure that the condition of equipment is monitored and that unsafe and worn out equipment is placed on a reasonable replacement schedule.

Just effectively monitoring the equipment inventory, however, will not allow for regular upgrading of equipment as technologies change and work processes improve. In order to move forward technologically, the Department will need a larger commitment of resources for equipment replacement and maintenance.

The estimated costs of the Comprehensive Equipment Preventative Maintenance and Replacement Plan include:

o Computer costs	$6,000
o Additional annual resource commitment for equipment purchase and repair	25,000
Total Estimated Cost	$31,000

Computerize the Operations Management System

The present method of tracking inventory and maintaining maintenance records of equipment does not utilize technology for specific and timely monitoring of resources. It does not encourage inventory management at the site level or inventory monitoring at the central office. In order for the department to investigate efficiency measures like "just-in-time" supply purchase and delivery or effective equipment maintenance and replacement planning it must have an efficient means to track and monitor inventory. Investigation must be undertaken to move toward acquisition of computers and software that can be customized and used for tracking the operations supply and equipment inventory. Present administrative staff can be inserviced in its application.

Estimated costs, exclusive of the necessary wiring of infrastructure to provide internal/external networking, involved in computerizing the operations management system include:

o Software costs	$1,000.00
o Inservice training on the application of the software	1,500.00
o Initial data entry	1,700.00
Total	$4,200.00

Develop a Interim Personnel Absence Database

Presently, Mid-Iowa has the capability of delivering delayed printouts to the department with the summary of absences for the fiscal year. The printout does not contain specific information as to what day, date, and other amplifying data concerning the absence which would be used by a supervisor in tracking possible abuse.

The development of the personnel absence database would allow for daily summarization of absences with what substitute was assigned, hours of work, and specific reason for the absence. The project can be completed with the existing hardware and software currently owned by the department. A future objective would be to work with Mid-Iowa on expanding their system to allow additional data input and timely display on terminals with the option of a printout of the summary on the department's printer.

o In-house development of the application	$1,500.00
o Inservice training on the application of the software	600.00
o Initial data entry	2,000.00
Total	$4,100.00

Expansion of the Quality Assurance Program

A Quality Assurance Program would be revised and updated. Some components of the program would include: new staff allocation criteria developed through a labor management study; review and update cleaning specifications to meet industry standards; and a comprehensive staff development plan designed to address the needs of the employee. Related activities will include: revision, publication and distribution of the Operations Staff Handbook and Training Manual, further development of the training video series, further development of preservice training for new employees, and expansion of the staff development program to emphasize healthy life style choices and safety issues.

Estimated costs involved in developing the Quality Assurance Program include:

o Revising and publishing the Handbook	$500.00
o Expansion of preservice training by 16 hours	3,000.00
o Expansion of inservice training for all operations staff by 12 hours	36,000.00
Total	$39,500.00

Other related costs and/or savings which cannot be determined at this time:

- Impact of new allocation criteria
- Potential savings through increased employee motivation and reduced absenteeism.
- Potential savings through more efficient use of time on operational tasks.
- Positive effect on the school culture through more satisfied employees.

Expansion of Custodial Service to Improve Appearance and Efficiency

The Custodians/Security Department is committed to providing the best atmosphere for learning and working. In past years, the department has experienced minimal increases or total deletion of all equipment funds due to the necessity of supporting other critical programs within the district. Equipment vendors are typically experiencing approximate increases of 8% for each of the past two years, while district budgets are allocatting 2% increases per line item a year. The difference creates a reduction of purchasing power for the department

While it is the goal of the department to be responsive to the needs of teaching and learning in providing a clean and safe environment, the condition and quantity of existing equipment obstructs meeting that goal. Expansion of the existing cleaning program can be accomplished with additional equipment to improve effectiveness and efficiency of the workforce.

The estimated costs to expand services include:

o Portable Carpet Extractors	$39,000
o Snowblowers	9,425
o Vacuum, Backpack	12,900
o Vacuum, Upright	22,500
o Eraser Cleaner	5,000
o Edger, Stripper	4,500
o Grout Cleaner	1,800
o Power Washers	6,000
o Vacuum, Yard	3,200
o Blower/Vacuum, Lawn	8,875
o Furniture Lifts	9,600
o Cart, Four Wheel	4,320
o Scrubber, Auto	29,000
Total estimated cost	$156,120

Investigate the Implementation of Just-in-Time Supply (JIT) methodology

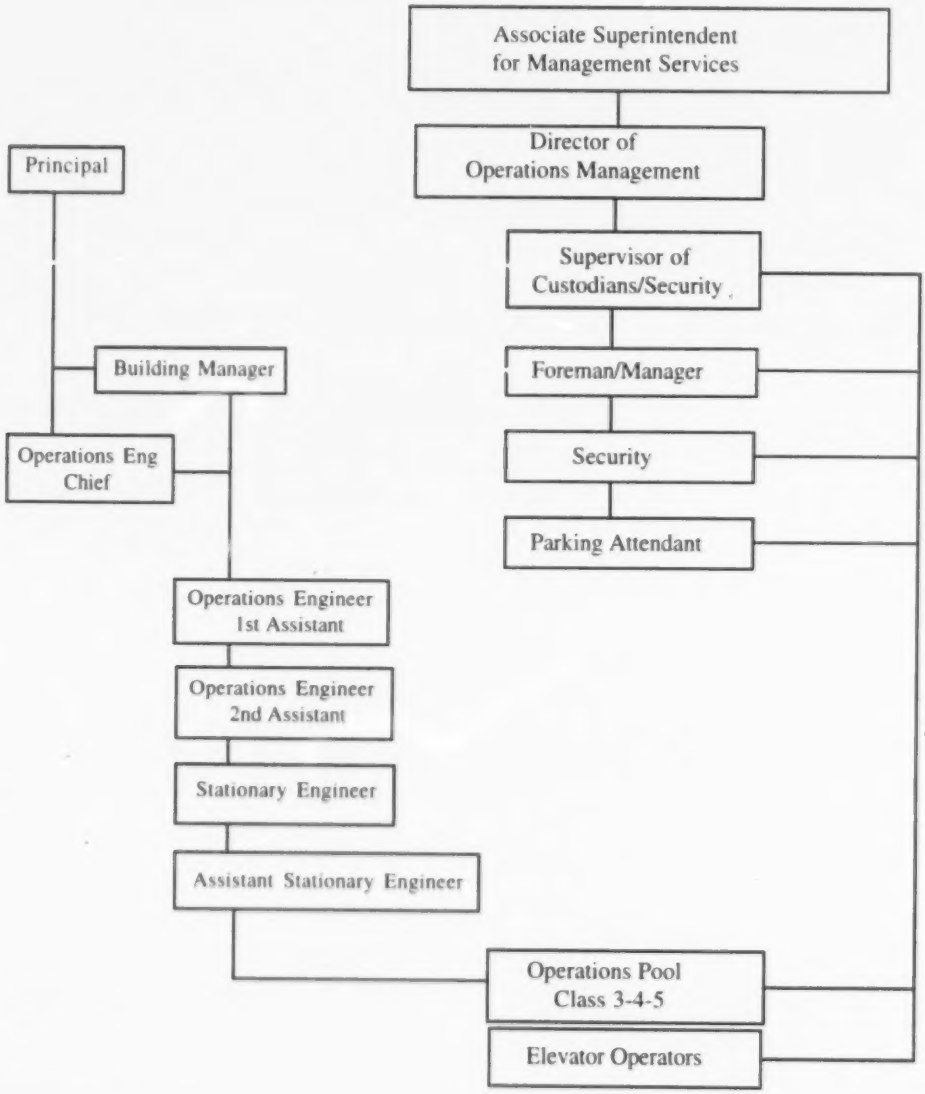
Adequate storage of materials, both custodial and educational, is a problem in our schools. Current practice for the custodial work force is to place an annual order for all the cleaning materials projected to be used for the upcoming year. Estimating each school's product use is very difficult because of varying student and staff requirements for products changes each year. A memo was sent to all the schools custodial staff and principals this spring asking for volunteers for a pilot project to be implemented by spring 1995. Eighteen schools answered the memo requesting to be part of the project. A modified version of JIT is currently in use by several schools to accommodate their lack of storage.

Initial concern for the pilot project is to reduce the amount of paper products stored in each school that volunteered for the project. A reserve quantity would be stored in each school of sufficient quantity so products would not be totally consumed during the ordering and delivery period. Total implementation period for the custodial department materials is estimated to be three years. As the district implements technology in the schools, the ordering and delivery time frame will decrease, thereby dramatically increasing the potential savings to the district.

The only immediate change to the district's existing procedures is where vendor shipments would be delivered to Central Stores in quantities agreed upon with the district and the suppliers. Delivery to the schools would be released "as requested" from their annual order. Utilizing this technology would decrease waste, storage, and save money for the district.

APPENDICES

Appendix A - Organizational Chart of the Custodians/Security Department of Operations Management



Appendix B - Exterior Building and Grounds Inspection

Des Moines Public Schools

Custodians/Security

EXTERIOR BUILDING AND GROUNDS INSPECTION

EVENING CHECKLIST

Date _____ Facility _____

The inspection will be completed by a member of the custodial staff *each work day* after the staff and students leave the building - latest being 10:00 p.m. The following are the minimum tasks that should be checked on each inspection tour.

DESCRIPTION OF INSPECTION TASK	Sat	Unsat	NA	Work Ticket Number
All exterior security lighting are working properly.				
Check for broken windows.				
Remove all graffiti on bricks and doors.				
Remove all trash, glass, and debris from the grounds and parking areas.				
Any other items requiring correction.				

Completed by _____ Rev. September 1994

Key to Ratings: Sat = Satisfactory Unsat = Unsatisfactory NA = Not applicable

Des Moines Public Schools

Custodians/Security

EXTERIOR BUILDING AND GROUNDS INSPECTION

MORNING CHECKLIST

Date _____ Facility _____

The inspection will be completed by a member of the custodial staff *each work day* before the staff and students arrive at the building - latest being 7:30 a.m. Deliver the completed inspection form to the administrative office before 8:00 a.m. for the principal's review and comments. The following are the minimum tasks that should be checked on each inspection tour.

DESCRIPTION OF INSPECTION TASK	Sat	Unsat	NA	Work Ticket Number
Check for broken windows.				
Sidewalks and entry areas cleaned of snow and excess sand.				
Remove all graffiti on bricks and doors.				
Remove all trash, glass, and debris from the grounds and parking areas.				
Remove all weeds from paved areas and fence rows.				
Check all fencing and/or gates for hazards.				
Any other items requiring correction.				

Completed by _____ Rev. September 1994

Key to Ratings: Sat = Satisfactory Unsat = Unsatisfactory NA = Not applicable

Appendix C - Playground Inspection

DES MOINES PUBLIC SCHOOLS

Custodians/Security

PLAYGROUND INSPECTION[1]

MORNING CHECKLIST

Date _____ Facility _____

The inspection will be completed by the custodial staff each work day before the staff and students arrive at the building, or before the first scheduled recess. Deliver the completed inspection form to the administrative office for the principal's review and comments. The following are the minimum tasks that should be checked on each inspection tour.

DESCRIPTION OF INSPECTION TASK	Sat	Unsat	NA	Work Ticket Number
General Upkeep of Playgrounds				
Check the entire playground area for miscellaneous debris or litter.				
Check for missing trash receptacles and for those which are full.				
Check for any damaged (i.e., any broken or missing components) to equipment or other playground features caused by vandalism or wear; for example, check for any broken or missing handrails, guardrails, protective barriers, or steps or rungs on ladders, and for damage to any fences, benches, or signs on the playground.				
Surfacing				
Check for equipment which does not have adequate protective surfacing under and around it and for surfacing materials that have deteriorated.				
Check loose surfacing materials for foreign objects or debris.				
Check loose surfacing materials for compaction and reduced depth, with special attention to heavy use areas such as those under swings and slide exit regions.				
General Hazards				

Check all equipment and other playground features for any hazards which may have emerged.				
Check for sharp points, corners, and edges; for example check the sides and sliding surface of slide chutes for sharp or rough edges caused by deterioration.				
Check for protrusions and projections.				
Check for missing or damaged protective caps or plugs.				
Check for potential clothing entanglement hazards, such as open S-hooks.				
Check for pinch, crush, and shearing points or exposed moving parts.				
Check for trip hazards, such as exposed footings on anchoring devices and rocks, roots, or any other environmental obstacles in the play area.				
Deterioration of Equipment				
Check all equipment and other playground features for rust, rot, cracks, and splinters, with special attention to possible corrosion where structures come in contact with the ground.				
Check for unstable anchoring of equipment.				
Security of Hardware				
Check for any loose or worn connecting, covering, or fastening hardware devices: for example, check the S-hooks at both ends of suspending elements of swings and all connection points on flexible climbing devices for wear.				
Check all moving parts, such as swing bearing hangers, for wear.				
Equipment Use Zones				
Check for obstacles in equipment use zones.				
Drainage Systems				
Check the entire play area for drainage problems, with special attention to heavy use areas such as those under swings and slide exit regions.				
Any other items requiring correction.				

[1] U.S. Consumer Product Safety Commission, Handbook for Public Playground Safety, Appendix A (U.S. Government Printing Office, 1991) 24.

Key to Ratings: Sat = Satisfactory Unsat = Unsatisfactory NA = Not applicable

Appendix D - Letter of Appreciation for Attendance

OPERATIONS MANAGEMENT

1800 Grand Avenue
Des Moines Iowa 50309

Dr. Earl Bridgewater
Associate Superintendent
515-242-7837
Dr. Don Prine, Director
515-242-7884

Chris Dowd, Supervisor
Transportation 515-242-7887
Robert Ennis, Supervisor
Custodians/Security 515-242-7695
Georgianne Peterson, Ed.D., Supervisor
Staff Development 515-242-7874
David Wilkinson, Coordinator
Phase III 515-242-7836

November 10, 1994

name
position
school

Re: Letter of Appreciation

The District's mission is to..."***Provide a quality educational program to a diverse community of students where all are expected to learn.***" That process can only take place in a clean and safe surroundings. A review of you attendance record for the 1993 - 1994 fiscal year shows you have been absent from your assigned area for <<absences>> days creating an evaluation mark of "**EXCEEDS**" for attendance on your annual evaluation. Seventy-five others also achieved the "**EXCEEDS**" rating. As a member of the educational team for <<school>>, your minimum use of sick leave creates a supportive atmosphere for other members of the team in providing the services and surroundings assisting the District's educational mission.

Our department's staff of 285 employees used a total of 2,895 absence days at an expense of $239,227.43. Many of the absent days require the schools' remaining custodial staff members to assume their duties due to substitutes not being available. We appreciate your attendance and dedication in creating an environment where students can learn.

Your health is an important issue and we do not want you to expose others to conditions in which they will become ill. We do hope that your good health condition continues so you will be able to assist your team in creating the best conditions for our students.

Sincerely,

Bob Ennis
Supervisor, Custodians/Security

Don Prine
Director, Operations Management

:rdg/dlm
cc: Principal
Earl Bridgewater, Assoc. Superintendent
Your personnel file

A Tradition of Excellence"

Appendix E - Sample Work Schedules-Findley Elementary School

Findley Elementary
Operations Engineer Chief Class 4

Daily Schedule

6:00 Open building, turn off alarm, turn fans from night to day and turn off outside lights (switch is in custodian's office). Turn on all hall lights and all main lights in north wing and all restrooms. Open office and turn on all lamps. Put down tables for daycare and breakfast in the gym as per diagram on bulletin board in custodian's office.

6:20 Open main entrance doors, front hall both ends and west end of white hall. Sweep custodian's office, sweep rooms 108 - 110, sweep the floors in office, vacuum carpets in office and in 109, 101, 102, 106, 108, 112.

7:30 Do morning inspection of grounds and do paper work. Put repair tickets on the computer.

8:05 Empty and refill camp sink in room 112. Open the rest of the outside doors between 110-108, 102-101, 109-111.

8:20 Prepare trash barrel for breakfast, mop water.

8:25 Put barrel and mop in gym. Put barrel by tray window.

8:30 Breakfast starts, stay in gym to seat and dismiss kids and wash tables.

9:05 Put breakfast tables and daycare tables up and sweep and mop floor where needed.

9:10 Empty breakfast trash.

9:20 Sweep halls and mop as needed.

9:45 Be ready to help unload food truck.

10:00 Break.

10:15 Finish mopping halls, check for marks on walls and floors and try to remove. Clean glass in fire doors and entry ways as needed, dust locker tops.

11:20 Prepare trash barrels for lunch and mop bucket and broom.

11:25 Move barrels to the gym with mop and broom and desk from kitchen for trays and silverware. Put all tables down for lunch.

11:35 Help with lunch and clean up gym for classes.

1:10 Pick up trash from head start lunch in room 112, sweep and kitchen, dump trash from lunch and clean out mop and bucket and barrels if needed. May need to wait for a short time for kitchen help to finish their work.

1:30 Lunch.

2:00 Discuss with night assistant night duties and about any problems they may be having.

2:15 Break.

2:30 End of shift.

Findley Elementary
Operations Engineer First Assistant Class 6

Daily Schedule

2:00 Discuss duties with chief

2:15 Wash windows and door glass as needed.

2:30 Lock service doors and make sure all doors are shut. Bring in flag.

3:10 Put down 3 tables in the gym for daycare on the south wall. Unlock kitchen so day care can get their snacks and then lock kitchen.

3:15 lock doors between rooms 108, 110, 109, 111, and 101, 102. Start cleaning your run rooms 100, 101, 102, 103, 105, 106, 109, 111, 112, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, library and counselor's office by room 209.

4:00 Lock all other doors, except gym door

4:15 Break

4:30 Continue cleaning run.

5:25 Check to see if the gym is to be used after daycare. If not, lock gym door to the outside. Let daycare put TV in kitchen and any left over snacks and trays. Empty daycare trash. Lock kitchen and put up tables if gym is to be used that evening. If not, leave table down.

6:15 Do security check of outside of building evening inspection.

6:30 Supper

7:00 Continue cleaning your run.

8:15 Break

8:30 Secure fans in office and boiler rooms. Clean all restrooms on your run. Sweep all halls and mop if needed. Vacuum all rugs at all entryways. Clean all drinking fountains. Check to be sure gym door is locked after night activity is done.

10:15 Turn out any lights that need to be off and make sure office is secure.

10:30 Turn on security switch in custodians office and then go home exiting through boiler room door.

Clean chalk boards (Friday)
There are a lot of activities in the building at night, so work according to activities.

Appendix F - Operations Employee Improvement Program Form

Des Moines Public Schools

Operations Management

Date _____

TO: _____

Building _____

FROM: Department Administrator _____

Building Administrator _____

TOPIC: **EMPLOYEE IMPROVEMENT PROGRAM**

During the past year, your composite Performance Evaluation indicated "NEEDS IMPROVEMENT" or "DOES NOT MEET". The box(s) marked below are the objective area(s) where you are expected to improve performance, effective immediately. District Performance Evaluation Forms will be completed on a bi-weekly basis by District administrators for the duration ending _____

Performance area I: Personal Qualifications - Objectives

A. **Relationship with people**	☐	Regularly demonstrate the ability to communicate and work with others.
B. **Attitude**	☐	Regularly demonstrate the ability to accept direction and work enthusiastically.
C. **Personal Fitness**	☐	Regularly demonstrate the physical and emotional ability to perform assigned duties.
D. **Punctuality and attendance**	■	Regularly come to work on time and work until quitting time, with few absences.
E. **Dependability**	☐	Regularly utilize time appropriately and follow all work rules and policies.

Performance Area II : Job Performance - Objectives

A. **Quality of work**	☐	Regularly exhibit accuracy and neatness and follow through on assigned duties
B. **Quantity of work**	☐	Regularly complete all assigned duties
C. **Knowledge of methods**	☐	Regularly utilize accepted procedures to do assigned duties
D. **Work Habits**	☐	Regularly organize assigned duties, properly care for equipment and observe safety standards.
E. **Work rules and policies**	☐	Regularly comply with District work rules and policies

The purpose of the Employee Improvement Program is to remind employees of District work expectations, explain performance deficiencies, provide assistance and improve employee performance to meet District work expectations within a reasonable period of time. Inherent in the Employee Improvement Program is this written notification that failure to meet and maintain performance standards, or deteriorating performance, will result in additional and potentially more severe disciplinary action at any time during the improvement program, up to and including termination.

Employee's Signature _____ **Date** _____

Building Administrator _____

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Appendix G - Staffing Allocation by School

School	Number of Staff
East High	16
Hoover High	12
Lincoln High	16
North High	12
Roosevelt High	13
Central Campus	23
Brody Middle	5
Callanan Middle	5
Goodrell Middle	5 1/2
Harding Middle	7
Hiatt Middle	6
Hoyt Middle	5
McCombs Middle	5
Meredith Middle	5
Merrill Middle	5
Van Meter Middle	2 1/2
Weeks Middle	5
Adams Elementary	2 1/2
Brooks Elementary	2
Cattell Elementary	2 1/2
Cowles Elementary	2
Douglas Elementary	2 1/2
Edmunds Elementary	2 1/2
Findley Elementary	2
Garton Elementary	2 1/2
Granger Elementary	2
Greenwood Elementary	2 1/2
Hanawalt Elementary	2
Hillis Elementary	2 1/2
Howe Elementary	2
Hubbell Elementary	2 1/2
Jackson Elementary	2

Jefferson Elementary	2
King Elementary	2 1/2
Longfellow Elementary	2
Lovejoy Elementary	2
Lucas Elementary	2 1/2
McKee Elementary	2
McKinley Elementary	2
Madison Elementary	2 1/2
Mann Elementary	2
Mitchell Elementary	2
Monroe Elementary	2 1/2
Moore Elementary	2
Moulton Elementary	4
Oak Park Elementary	2
Park Avenue Elementary	3
Perkins Elementary	2 1/2
Phillips Elementary	2
Pleasant Hill Elementary	2
Rice Elementary	2 1/2
Samuelson Elementary	2
Smouse Elementary	2 1/2
Stowe Elementary	2
Studebaker Elementary	2
Wallace Elementary	2
Watrous Elementary	2 1/2
Willard Elementary	2
Windsor Elementary	2 1/2
Woodlawn Elementary	2 1/2
Wright Elementary	2
Kurtz (Alter South)	3 1/2
Cassidy (Alter North	2
Bus Garage	2
Plant Maintenance	1/2